

## **FY 00 DCMA BUSINESS PLAN**

### **DIRECTOR'S MESSAGE**

The Defense Contract Management Agency (DCMA) is committed to effective implementation of the Government Performance and Results Act (GPRA). We are committed not only because it's the law but because the tenets of the GPRA--accountability, setting goals, measuring performance, reporting on progress, and focusing on results, service quality, and customer satisfaction--make good business sense. The Integrated Management System (IMS) is our vehicle for managing resources and meeting the requirements of the GPRA. Through the Business Plan, the IMS ties all of the Agency's business processes together to ensure that contract management services are provided cost effectively and meet customer needs. In short, the IMS is our means for integrating operational and financial performance.

Our overriding Agency philosophy is "One Focus, Customer Focus." Our mission is to "provide customer-focused contract management services" to all of our customers--both external and internal. Buying activities and program managers are the direct users of our services, but we must always remember that the ultimate customer is the warfighter--the soldiers, sailors, airmen, and marines that proudly serve our country around the world. Customer also means the people we work and interface with at all levels. "One Focus, Customer Focus" is all about recognizing that we are interdependent on one another and that we must work together as a team to perform our mission. We must listen to the needs and outcome expectations of our customers and use systematic methods to continually improve.

We all share in the responsibility to "look to the future for today's direction" in all that we do. In doing so, we can predict the need for and be ready to support smaller, more agile and affordable acquisition organizations that require a flexible, more highly trained workforce to succeed. We can anticipate and be prepared to administer redesigned contractual instruments that rely heavily on performance requirements that are price based, not cost based, and that contain many of the reengineered commercial practices proven to be successful in industry. We can foresee the need for and move toward establishing more enduring partnerships with our suppliers and with our customers in the Department of Defense. Armed with this foresight, we can successfully focus our efforts on continuing to provide great service to our customers, being value added in what we do, and being proactive in finding better ways to manage our business. When customers know and understand this, they will demand our services and we will not only meet their expectations, we will exceed them.

Given the dynamic challenges facing us, I am confident that the three goals, seven objectives, and supporting performance and investment goals presented in this Business Plan form a solid foundation for DCMA contract management now and into the 21st century.

**TIMOTHY P. MALISHENKO**  
Major General, USAF  
Director